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Director of Training

12 August 1964

Registrar, TR

Selection of Agency Representatives for Senior Officer Colleges

1. In recent weeks our Registrar Staff has furnished [redacted] with some basic data on our past selections for representing the Agency at Senior Officer Colleges. Using this information, Bill has now prepared an interesting report showing the progress of certain of these selectees in grade promotions and subsequent assignments while with the Agency. Since being afforded the opportunity to examine the [redacted] findings and conclusions, I felt that presenting a slightly different approach with particular attention to the factor of chronological age at attendance might not only confirm and supplement the [redacted] report but also might prove of some benefit and significance in assisting the CIA Training Selection Board.

2. Based on our earlier conversations, I was aware that [redacted] did not propose to include data on the Armed Forces Staff College. Also, the recent study mentioned Harvard's Advanced Management Program but did not treat of it in the same detail as the other Senior Officer Colleges. Thirdly, except for presenting year-of-birth data, the [redacted] report omits any analysis of age. To round out another side to the story, my supplemental analysis of the factor of age differs from the [redacted] report in that it does include information on all eight of the schools for which Agency selections have been made on an annual basis. Here are my principal findings:

3. Since the beginning of Agency participation, to include those representatives currently entering the eight senior officer colleges, we have assigned 190 Agency persons to these schools. (Actually there were only 188 different individuals. One, [redacted] attended the ANP then the ICAF before leaving the Agency. Another, [redacted] was assigned to the Armed Forces Staff College in 1954 and was graduated from the Army War College, Class of '59. He is still a DDP employee.)

4. From the viewpoint of age, the Agency has been represented in the past by an employee at least 48 years old in every one of the SOC's except the Senior Seminar in Foreign Policy. At five of the schools some of our representatives have been age 34 or under while attending. The extreme range in selection age accounts for a 23-year spread (age 55 - Harvard; age 32 - AFSC). Information on age range of senior officer college attendees appears as Table 1. Comparing averages throughout, I am struck by the oddity that our youngest representatives attended the

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National War College, which is purportedly one of the "most senior" schools. On the other hand, the Armed Forces Staff College, -- admittedly the most junior -- had Agency representatives in the past with an average age that not only exceeded that at The National War College but at the Senior Seminar in Foreign Policy and the Army War College and it was about equal to those who went to the Naval War College.

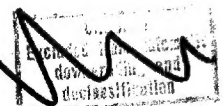
TABLE 1. AGE RANGE OF SENIOR OFFICER COLLEGE ATTENDEES

	<u>NAT'L</u>	<u>SSFP</u>	<u>ARMY</u>	<u>NAVY</u>	<u>AIR</u>	<u>ICAF</u>	<u>AMP</u>	<u>AFSC</u>
TOTAL ATTENDEES	44	8	19	14	15	23	27	40
OLDEST	50	44	48	48	52	48	55	48
YOUNGEST	34	38	34	37	33	40	34	32
MEAN AGE	40.9	41.6	42.0	42.5	43.6	43.8	43.9	42.4
RANGE IN YEARS	16	6	14	11	19	8	21	16

5. TAB A presents a visualization of these same age data in histogram form for the 190 cases. Also on TAB A I have identified in red the 23 cases of persons who have represented the Agency at Senior Officer Colleges but who are no longer with CIA. Although our varying means range from about age 41 through age 44, only two of those separating from the Agency - for one reason or another - fall in this 4-year age bracket. Yet as a measure of central tendency it includes 44% of all the cases. On the other hand, 11 of those who attended at age 40 or younger are no longer with the Agency nor are 10 of those CIA employees who attended these schools while age 45 or older. Expressed another way, 19% of the young selectees and 19% of the older ones have left the Agency but 95% of those of average age are still here. There are, of course, factors at work, i.e., retirement, disability, disaffection, greener pastures elsewhere, which are brought out by the [redacted] report. Nonetheless, chance alone would dictate more "red" cases in the center group. The histogram, therefore, supports the [redacted] thesis that some of these separation factors are of significance. Oddly, the two cases of separation that did fall in the central grouping can be considered as having occurred with Agency approval and foreknowledge (transfer to State and a medical disability retirement).

6. TAB B presents the age distribution. Although there were occasional extreme cases, the general distribution pattern suggests a considerable spread throughout the age range for each of the eight schools even omitting the extremes.

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7. Further study of the individual cases contributing to these distributions brought me an answer to the question that had plagued me: If our past selections have been somewhat poor with regard to differentiating in terms of age, have they been uniformly poor throughout the entire period of selection? The answer is no, and emphatically so. As TABS C and D reveal visually, there has been a significant improvement in terms of age alone in our selections of the past five years. Whereas TAB C (all cases prior to 1960) shows no unusual difference in "age-spread" from TAB A (190 total cases) there is a clear-cut visual evidence that there has been an over-all improvement, TAB D (79 cases since 1960).

8. Further, the normally anticipated average age for each school is closer approximated in the more recent selections. This latter fact is less evident in the two graphs than in Tables 2 and 3, below:

TABLE 2.

AVERAGE AGE OF SELECTEES,
SHOWING CHANGE IN TREND SINCE 1960

	<u>NAT'L</u>	<u>SSFP</u>	<u>ARMY</u>	<u>NAVY</u>	<u>AIR</u>	<u>ICAF</u>	<u>AMP</u>	<u>AFSC</u>
All Selectees	40.9	41.6	42.0	42.5	43.6	43.8	43.9	42.4
Prior to 1960	40.0	38.5	41.9	43.2	42.8	44.3	42.6	42.7
Since 1960	42.7	42.8	42.2	42.2	44.6	43.4	46.7	42.2
Shift	+ 2.7	+ 4.3	+ .3	-1.0	+ 1.8	- .9	+ 4.1	- .5

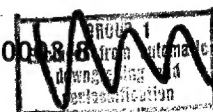
TABLE 3.

RANGE IN AGE OF SELECTEES,
SHOWING CHANGE IN TREND SINCE 1960

	<u>NAT'L</u>	<u>SSFP</u>	<u>ARMY</u>	<u>NAVY</u>	<u>AIR</u>	<u>ICAF</u>	<u>AMP</u>	<u>AFSC</u>
All Selectees	16	6	14	11	19	8	21	16
Prior to 1960	16	2	14	11	19	8	21	16
Since 1960	7	4	7	3	9	7	11	8

9. The direction of change, with regard to age of selectees while attending these schools, seems in the right direction for all cases except the Air War College. In my opinion there is little difference in the average ages of military officers attending the Army, Air, or Naval War Colleges; if any difference is logical we might presume Air officers to be younger at comparable grades.

10. Additional evidence of improved selection can be gleaned from Table 4. The over-all range has tightened considerably, confirming an

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evident selection effort to seek mature representatives yet not too old to deny a decade of useful service to the Agency. Although too little time has yet passed for the "since 1960" group it is interesting to observe the evident superiority in the relative separation rate.

TABLE 4.

OVERALL EFFECT OF SELECTION

	<u>YOUNGEST</u>	<u>OLDEST</u>	<u>RANGE</u>	<u>AVERAGE</u>	<u>STUDENT TOTAL</u>	<u>SEPARATIONS</u>
Prior to 1960	32	55	23	42.0	111	20
Since 1960	38	51	13	42.7	79	3*

* [redacted] released by Agency to State Department while attending ICAF; and [redacted], who left Agency after AMP to take State Department position; and [redacted] who resigned on 7 August 1964, after completing Air War College, Class of 1964. When assigned, [redacted] was age 41; [redacted] age 47; [redacted] age 45.

11. The improved selection, from the viewpoint of chronological age, covers the 1960-64 period during various parts of which the selection mechanism rested with the CIA Career Council, then with an ad hoc committee and more recently with a CIA Training Selection Board which began to exert influence on 1964-65 selections during the past several months. Here then is evidence of a cooperative effort. Time will tell whether selectees since 1960 will assume more and more positions of significance and correspondingly advance in the GS-structure. Preliminary evidence to date suggests that such has already begun.

Attachments: a/s

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Excluded from automatic
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2	2725 Qtrs I.		
3			
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ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
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